Pam
Manuals
1378

MANUAL

Of the Board of Foreign Missions of
the Presbyterian Church
in the U. S. A.

REVISED — 1922

PRESBYTERIAN BUILDING
NEW YORK

MANUAL

Of the Board of Foreign Missions of
the Presbyterian Church
in the U. S. A.

REVISED — 1922

PRESBYTERIAN BUILDING
NEW YORK

INTRODUCTION

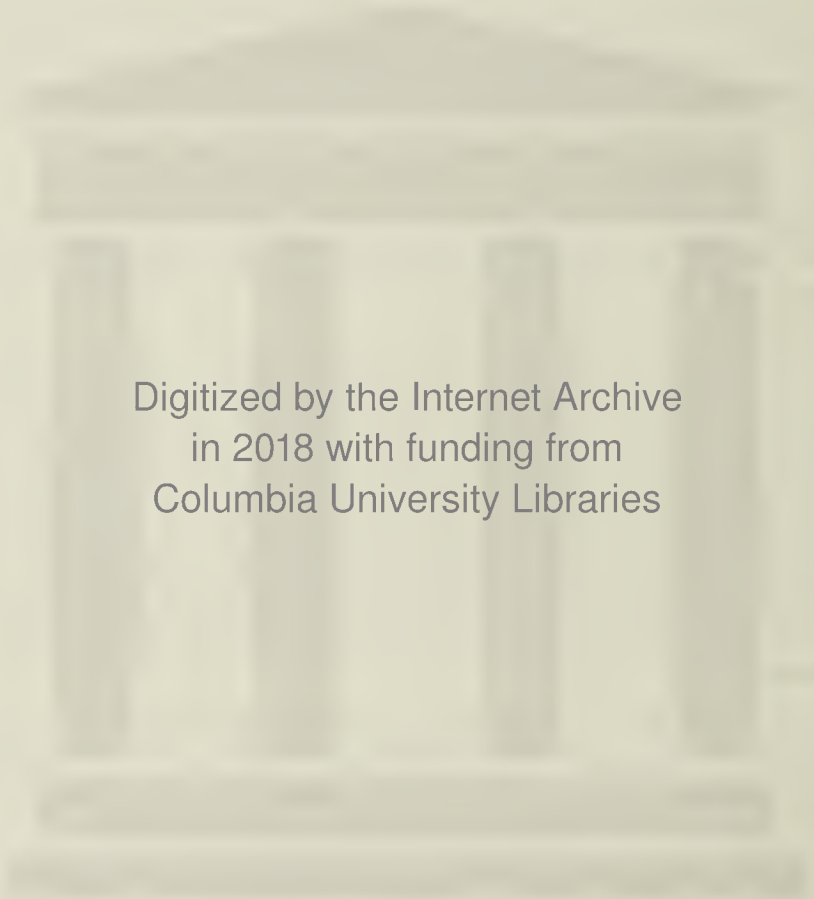
This Manual is for the use and guidance of the members and officers of the Board of Foreign Missions of the Presbyterian Church in the U. S. A. and of the whole missionary force of that Church, including candidates preparing for foreign service.

This Manual is not in a strict sense a formal contract. It rather presents the principles of action and rules which long experience shows will make for efficient and harmonious service.

The present revision of the Manual embodies the result of careful study by representatives of the Missions and of the Board, assembled at the Post War Conference in June, 1920. The Findings there adopted were then reviewed by the twenty-six Missions of the Church, and were approved by the Board and by the General Assembly of 1922. Incorporated also in this Manual are the actions of the Chosen Commission whose report was approved by the same General Assembly.

This revision accordingly supersedes previous editions and the changes in Mission and Board principles and policy, which it summarizes, should be carefully studied by all concerned.

This edition of the Manual is published with the hope and prayer that it may be of help and a guide to all those, both at home and abroad, who are directly related to the work of Foreign Missions of the Presbyterian Church, and who for Christ's sake have given their lives to this service.



Digitized by the Internet Archive
in 2018 with funding from
Columbia University Libraries

https://archive.org/details/manualofboardoff00pres_2

SECTION I.

OBJECTIVES AND FORMS OF WORK

A. THE AIM OF FOREIGN MISSIONS.

1. The supreme and controlling aim of foreign missions is to make the Lord Jesus Christ known to all men as their Divine Saviour and to persuade them to become His disciples; to gather these disciples into Christian churches which shall be self-propagating, self-supporting and self-governing; to cooperate, so long as necessary, with these churches in the evangelizing of their countrymen, and in bringing to bear on all human life the spirit and principles of Christ.

B. RELATIONSHIPS OF GENERAL ASSEMBLY, FOREIGN BOARD, MISSIONS, AND MISSIONARIES

Report of the Chosen Commission to the General Assembly of 1922.

2. "The commission 'Go ye into all the world, and preach the Gospel to the whole creation' (Mark 16:15) was given to the whole Church, and the work of evangelizing non-Christian nations is the responsibility of all Christians. 'The Church itself is the first Missionary Society.'

"The General Assembly of the Presbyterian Church in the U. S. A., acting on behalf of the whole Church and in accordance with the provisions of its Constitution, conducts the work of Foreign Missions of the Presbyterian Church by a Board appointed for that purpose.

"The Board of Foreign Missions is the agent of the General Assembly for organizing, supporting and administering the work of Foreign Missions. It is amenable to the General Assembly, and reports its proceedings every year for review

and approval. It has complete supervision of the whole Foreign Mission work of the Church, subject only to such directions as may be given from time to time by the General Assembly.

"The missionaries on the field are representatives of the whole Presbyterian Church. Ordained ministers are subject to the jurisdiction of the Presbyteries of which they are members in all matters pertaining to their ministerial standing. As missionaries, in common with all others appointed by the Foreign Board, they are necessarily under the direction and control of the Board as the agent of the General Assembly.

"The Missions are the agents of the Board of Foreign Missions for organizing and administering the work on the field. Their powers are delegated by the Board, with the approval of the General Assembly, and are defined in the Board's Manual. They regularly report all actions to the Board for review and approval. The Mission is not a permanent institution. It is a necessary organization in the first stages of evangelization, but aims to build up as soon as possible an indigenous Church, which shall be self-propagating, self-supporting and self-governing, and prepares and encourages the native Church to complete the work of evangelization in the mode best suited to its own national genius." (For remainder of report see Paragraphs *32, 33.*)

C. FORMS OF WORK.

The Board deems all methods and forms of missionary service legitimate in so far as they contribute to the realization of the aim stated in Paragraph 1. At the same time it recognizes that questions of proportion and relation of various methods will have to be determined in the light of varying conditions.

Evangelistic or Church Work.

3. In the direct evangelistic or church work, the aim is:

(a) To convey the Gospel to the people as quickly and effectively as possible by preaching, teaching, evangelistic institutional enterprises, personal work, distribution of literature, the example of the Christian life, and the influence of the Christian home.

(b) To instruct in the Word of God and lead into saving relationship with Christ those who have become interested in the Gospel message.

(c) To co-operate in organizing into churches and in providing for the spiritual oversight and nurture of converts, that they may be developed into faithful and efficient Christians, filled with zeal for the glory of God and the salvation of men.

(d) To co-operate with the Church in promoting such practical forms of service for the welfare of individuals and society as will adequately express the spirit of Jesus Christ and the social teachings of His Gospel.

(e) To co-operate with the Church in seeking out and training men and women of special promise for leadership in the various kinds of evangelistic work carried on by the Mission or the Church.

Educational Work.

4. The aims of missionary education are as follows:

(a) The Evangelization of non-Christians. In some countries missionary schools furnish an important means of attracting young people to come under Christian influences, often including classes not ordinarily accessible to the evangelist, and affording opportunity through prolonged contact for thoroughly setting forth the Gospel by word, example, work and personal friendship.

(b) The leavening of non-Christian society. Through some who may not confess Christ in the school, or who may never confess Him, Christian ideals may yet be brought to bear on non-Christian society that its evils may be abated, its spirit influenced, and the winning of others to faith in Christ facilitated.

(c) An essential aim of missionary education is the nurture of the children of the Christian community, and the training of those fitted for Christian leadership. This objective, which is essential to the missionary enterprise and which cannot be adequately met in any country except by missionary education, involves the training for efficient participation in family, community, vocational, church and state life. Evangelization is primary and essential to this, but evangelistic methods are not sufficient for its accomplishment. Secular education is not adequate because it does not prepare for efficient Christian participation in social life. Even missionary education will not meet the need unless it has a thoroughly socialized curriculum and supplies specific training that is both Christian and efficient.

Medical Work.

5. The work of medical missions is not merely a key to open the door into non-Christian communities, but an integral part of the Gospel enterprise.

While everything possible should be done to alleviate suffering and save life, at the same time the physician and nurse should aim to multiply their powers, through the training of doctors and nurses, thereby establishing in the country an indigenous Christian medical profession. The accomplishment of this purpose will require medical schools and hospitals properly equipped and staffed, training schools for nurses, the creation of medical literature, and facilities for training in medical research and in the promotion of public health.

The medical care of the missionaries and the institutions under their control will be one of the chief responsibilities of the medical force, and this service properly rendered can be utilized to increase greatly the efficiency and prolong the service of the entire missionary body.

Social service by the medical staff should also be advantageously used for the removal of ignorance, poverty and vice, and undoubtedly is one of the most effective methods of evangelization.

Both physician and nurse ought continually to sound the inspiring note of fervent loyalty to the Lord Jesus Christ in order that His spirit may permeate the entire work and that the seed sown in loving service may yield a rich harvest of human souls.

Literary Work.

6. In the literature and publication department, the aim is to prepare and widely circulate in the vernacular the Bible and other books, tracts and periodicals for the nurture and improvement of Christians and the pupils of Christian and other schools, together with literature suitable for apologetic and evangelistic purposes; and, wherever practicable, to utilize the native press as a means of disseminating Christian truth.

SECTION II.

THE MISSIONARY FORCE

A. GENERAL REQUIREMENTS.

7. (a) Regular missionaries are all missionaries ordained or lay, men or women, under full appointment and support of the Board and subject to the obligations and entitled to the privileges set forth in the Manual. Wives of missionaries are included.

(b) Affiliated missionaries are missionaries who are not under full appointment by the Board or subject to the provisions of the Manual but are entitled to attend Mission Meetings and participate in the counsels of the Mission without vote, unless by special action of the Mission and the Board. Affiliated missionaries may be supported in whole or in part by the Board, or may be otherwise supported or be self-supporting.

(c) Special term missionaries are missionaries appointed for a fixed term and sent out by the Board or employed by the Missions and supported either by the Board or by some institution or department of its work. Such missionaries are responsible to the institution or department in which they are employed and are not entitled to outfit or home allowance, but only to such provision as is specified in the terms of their engagement.

There are missionaries under these three classes who are self-supporting as to salary, travel and all other financial allowances, but whose obligations and privileges are the same as those of other missionaries of their class.

Moral and Spiritual.

8. Candidates for appointment to the missionary force should be of fine Christian character and culture, with deep conviction as to the fundamentals of the Faith and a strong

desire to serve Christ, already made evident by Christian work at home. A small number of such candidates is preferable to a greater number lacking in earnestness and spiritual qualifications. The above requirements are also essential in the case of short term candidates.

Educational.

9. As a rule, other things being equal, the higher the educational qualifications the more efficient will be the missionary.

The minimum educational qualifications should be a full High School course plus at least two years of technical training, together with special Bible training, but a full college course plus the Bible and technical training is the ideal. Married women, as a rule, shall have the same qualifications as are required of single women.

Application.

10. Persons desiring appointment as missionaries are expected to answer a series of personal questions as to health, preparation and Christian experience; to submit certificates of church membership; and to undergo a medical examination by a physician designated by the Board. They are also expected to write a letter giving in brief a sketch of their lives; their Christian development; their motives in seeking missionary appointment; the content of their Christian message; and to furnish any other information which the Board ought to have bearing upon their appointment. Names should also be furnished of those who can speak of the candidate's qualifications. All candidates should correspond with the Candidate Department which, upon request, will supply regular forms of application.

Justice and kindness alike require that in all cases testimonials should be full, discriminating and impartial. They

should be sent directly to the Board by those writing them, and will be regarded as private and confidential.

Age.

11. Candidates as a rule should not be over thirty years of age, but men and women fairly matured mentally are preferable to those who lack experience in dealing with men and in meeting serious problems. Only in special cases will candidates who have children be considered for appointment as missionaries.

B. SPECIAL REQUIREMENTS.

Ordained Missionaries.

12. In addition to the requirements in Paragraph 10, those seeking appointment as ordained missionaries will be required to furnish testimonials from their college and seminary professors, or something equivalent, as to their literary and theological attainments; also recommendations from their Presbyteries as to their standing and qualifications for missionary work. Without such recommendation of Presbytery, no ordained missionary will be commissioned. It is expected that such candidates will have had some experience in personal evangelistic effort.

Educational Missionaries.

13. Those seeking appointment as Educational Missionaries should present testimonials not only from the colleges and normal schools in which they have studied but also concerning their experience and capabilities as teachers.

Medical Missionaries.

14. Those desiring appointment as medical missionaries (both men and women), must furnish recommendations from their medical professors and others as to their professional attainments.

Industrial, Business and other Missionaries.

15. Other unordained men applying for appointment are required to furnish similar testimonials as to character and Christian experience, and also testimonials bearing on their qualifications for the special form of foreign missionary work proposed.

Women Missionaries.

16. Single women, in all cases, ought to furnish the information required in Paragraph 10.

The wives of missionaries are regarded as missionaries, uniting with their husbands in all forms of missionary service. It is expected that so far as is consistent with their strength and household duties, they will learn the language and take part in missionary work.

The wives of men seeking appointment or women expecting to become wives of missionaries, are expected to furnish the information outlined in Paragraph 10.

Single women who receive appointment as missionaries are requested to consider, before marrying, the exigencies of the work in their stations. Where women leave the Mission to marry, the same rules apply as in other cases of withdrawal from the Mission. (Paragraph 29.)

Missionaries appointed on the Field.

17. Candidates who make application for appointment from the foreign field shall present testimonials similar to those required above, and in addition favorable action from the Mission to which they seek appointment, stating the Mission's desire for the candidate's services.

Missionaries from other Missions.

18. In cases where missionaries seek transfer from other Missions they shall present testimonials from their former

Mission similar in spirit to those required of new missionaries.

C. CANDIDATES AFTER APPOINTMENT.

Special Study of Designated Field.

19. New missionaries should make a special study of the religious, moral, educational and other conditions of the field to which they are appointed.

Interviews with Officers.

20. It is expected that applicants for appointment shall personally meet one or more of the secretaries whenever possible, so that in addition to the statements and testimonials furnished there may be the advantage of a personal interview. It is believed that this will furnish an additional bond of sympathy and mutual interest.

A conference for new missionaries is held annually at the rooms of the Board, and unless specially excused all new missionaries under appointment are expected to be present.

Designation of Field and Specialization.

21. Designation of field is frequently made at a time subsequent to the time of appointment. In making this designation the preference of the candidate is always considered. So far as practicable, care is taken to assign persons to the field for which they seem to be best fitted, and where they will be likely to accomplish most in the service of Christ. Assignment is usually to a Mission, but may be to a Station or to a specific work. New missionaries are expected to comply with all the regulations of the Mission and Station to which they may be assigned.

To reach the highest degree of efficiency in a particular

line, specialization is highly desirable, and each missionary will receive all reasonable assurance of being assigned to the kind of work to which he has been appointed and for which he has been preparing; it is, therefore, understood that his assignment will be upon this basis, unless emergencies shall require temporary assignment to other work, or in case the Mission shall find, after a reasonable period of observation on the field, that the new missionary is better fitted or more needed for some other work.

Short Term Appointments.

22. While the Board believes that appointment should contemplate service for life, and that preference should be given to the consideration of such candidates, yet as there seems to be an increasing number of those who, while desirous of serving the Master in the foreign field, are not yet able to enlist for life, it recognizes that where there is a need in educational or other work for short term service, such appointments should be made, salary and travel being duly adjusted as compared with life term missionaries. These appointments should be from among those who are unmarried, and give the best promise of permanency, and such appointees should be urged to acquaint themselves, if at all possible, with the language of the country to which they are assigned. Short term appointees should not be considered as voting members of the Station or Mission, though their judgment should be considered, especially in matters connected with their own work.

As the final object of true missionary work is the diffusion of the revelation which God has made of himself to men, short term appointees, including stenographers, business agents, and other Mission employees, so far as time permits, should take a course in Bible teaching and training before going to the field.

D. JUNIOR MISSIONARIES.

Committee of Guidance on the Field.

23. Each Mission in the field should create some method of guidance regarding the studies and other activities of each of its junior missionaries during the first term on the field, so as

(a) To give each one the benefit of the frequent counsel of those of mature missionary experience;

(b) To enable and encourage the young missionary to find the task for which he is best fitted and to avoid the danger of his becoming involved in too many differing phases of work;

(c) To enable the Mission on the field and the young missionary to reach a common conviction concerning the specific plans which should, if practicable, be carried out during his first furlough.

Language School and Study.

24. (a) A mastery of the language or dialect in which a missionary is to labor is an indispensable qualification for missionary service.

Exception to this rule is made by definite action of the Mission (and Board) in rare cases and only where the special service to which a missionary is assigned may be rendered in English. Even such missionaries can increase the efficiency of their general service by a knowledge of the language.

(b) To this end the following rules are adopted:

After reaching the field, unless excused by Mission action, the new missionaries should spend their first year in language study, in a language school if possible, and the second year in the study of the language at the Station to which they are assigned. Except in rare cases, and by special action, nothing

should be allowed to interfere with the securing of a good working knowledge of the language, and the Board urges that the requirements concerning this matter in the Manual be carefully followed.

Each Mission is required, through the faculties of the language schools or through competent Mission committees to examine all new missionaries at the close of the first and second years of their service, and at such other times as the Mission may deem wise, as to their knowledge of the native tongue, and to report the result to the Board (See Par. 32).

As a rule those who after fair trial are unable to master the language of the people among whom they labor will not be continued in commission.

Language Committee.

25. Each Mission should appoint a Language Committee as one of its permanent committees. It should be the duty of the committee to—

(a) Determine which language a new missionary should study.

(b) And in conjunction with the faculty of the language school in its locality, prescribe courses of study;

(c) Guide and advise all new missionaries in their study;

(d) Conduct the examinations referred to above.

Personal teachers shall be provided for all missionaries for study after leaving the language school for such time as may be determined to be necessary by the Language Committee (the term not exceeding five years unless by special authority of the Board).

Study during First Furlough.

26. Continued preparation on the first furlough shall be the general rule for young missionaries, the Board provid-

ing such financial assistance as may be practicable, ordinarily not to exceed $200 for each missionary.

Committee of Guidance on Furloughs.

27. Inasmuch as the first furlough is considered a part of a missionary's preparation, and should, therefore, be devoted primarily for study, a special committee has been appointed to supervise the study of such missionaries.

In the case of subsequent furloughs this Committee shall be expected to give such advice as may be asked of it regarding furlough study.

Length of First Term of Service.

28. The duration of the first term of service on the field shall be five years except in Africa, Mexico and Colombia, it being understood that as a rule this period will be sufficient for a thorough introduction to the specific missionary area, to its language requirements and to the task to which the individual missionary is called. (See Paragraph 76b.)

E. WITHDRAWALS FROM THE SERVICE.

29. Should a missionary retire from the mission, before having completed a term of four years, for any other cause than that of failure of health, it is expected that an equitable return of the travel and outfit allowance will be made to the Board, due regard being had to the expense incurred and services rendered.

The general rule is that 25% of the amount will be deducted for each year of service. (Exception is made in missions where the first term is three years.)

In the event of withdrawals from the Board's service, for reasons considered sufficient by the Board, it will defray the expenses of the journey to this country, provided said

journey be made within a year from the date of withdrawal, and may make a grant of funds to meet present exigencies in cases of special need.

30. The missionaries are urged to avail themselves of the privileges of the Presbyterian Sustentation Fund.

Recall.

31. The Board reserves the right of recalling missionaries or of revoking their appointment for sufficient reasons, which are to be of record, and to be submitted to the General Assembly, with the minutes of the Board.

The Missions shall report to the Board at home, through the Council on the field where such Councils are, in advance of the first furlough of each missionary, regarding his or her competency for further service, any deficiencies in training which might be remedied, such special abilities as are worthy of cultivation, and the particular type of service for which he seems peculiarly fitted. The decision regarding competency for further service should be made known to the missionary concerned in ample time before leaving for furlough and full opportunity given for explanation and consultation. In the case of subsequent furloughs, if the Mission does not contemplate the return of a missionary to the field, this fact should be made known to him officially several months, if possible, before leaving for furlough; otherwise the Board may assume that the Mission desires his return.

SECTION III.

ADMINISTRATION AND ORGANIZATION

(Chosen Committee Report Approved by the General Assembly, 1922, Paragraphs 32 and 33.)

A. CONSTITUTION OF THE MISSION.

32. "In general a Mission consists of all foreign missionaries under appointment by the Board within specified territorial limits. No missionary shall have a right to vote until after at least one year's service in connection with the Mission and until he or she shall have passed the language examinations appointed for the first year (Manual, Paragraph 24) and shall have been assigned to definite work. The married women missionaries are subject to the provisions of Paragraph 24 of the Manual."

B. POWERS OF THE MISSION.

33. "The Mission has the general care and supervision of all work within its limits. In all field matters it has the right of initiative. The Board may also exercise the right of initiative in conference and agreement with the Mission. All questions of Mission policy and method, and of expenditure within the budget of the Board for the Mission, are subject to the decision of the Mission, but the right is reserved to the Board of supervisory action and authority where any problems involve relations with other Boards and denominations, or relations and interests wider than those of any particular field, and where fundamental questions of mission policy affecting other Missions or the relation of Missions and Governments are concerned.

"In the exercise of such supervisory authority, however, it is the policy of the Board not to engage in new union work

within the territory of any Mission if such work is against the judgment of the Mission, unless directed to do so by the General Assembly.

"Among the matters recognized as distinctly within the functions and powers of the Mission are the following:

(a) The assignment and supervision of the work of individual missionaries.

(b) Liberty of transfer from one object to another of appropriations for the conduct of native work on the field.

(c) Distribution of undesignated grants.

(d) Determination of all regular and emergency furloughs in accordance with the regulations of the Board on Terms of Service and Furlough.

(e) Organization of the Mission and determination of the powers and duties of its various committees.

(f) Special rights delegated to Councils, as in China and India.

(g) Use in the work of funds earned by members of the Mission.

(h) Use in the work of money accruing from the rental of property on the field.

"All requests requiring the action of the Board should be accompanied by the action of the Mission upon them. Tours of exploration or any unusual work should be undertaken only with the advice of the Mission.

"The successful application of the principle of self-government on the field in harmony with the Board's responsibility to the General Assembly for the whole Foreign Missionary enterprise of the Church requires the cordial co-operation of the Board and the Missions and the exercise in the highest degree of mutual patience and forbearance, so that the work may be promoted in heartiest agreement and unity. If, however, differences arise between the Board and a Mission which

cannot be adjusted satisfactorily by conference, appeal may be made to the General Assembly. Mission minorities and individual missionaries also have the right of appeal in all matters of their concern. But the right of appeal should not be resorted to except for grave reasons, and the controversial spirit should be guarded against as injurious to the work and contrary to the true spirit of Christ."

Station.

34. A Station consists of all foreign missionaries appointed by the Board within certain limits prescribed by the Mission, its voting members to be determined by the Mission, in conformity with the principles of Paragraph 32. Each Station shall have control of the missionary work within its field, under the direction of the Mission. New Stations can be established only by action of the Board on recommendation of the Mission. The force assigned to such Stations should, if possible, include one missionary of experience.

C. ORGANIZATION.

General Principles.

35. The best form of Mission organization shall include in some form and in the largest measure possible the following features:

(a) Participation either directly or by delegation on the part of all who are properly qualified, voting power being allied with responsibility.

(b) Departmentalization, covering the largest phases of the Mission interests.

(c) A representative Executive Committee having full ad interim powers and the confidence of the Mission.

Annual Meetings of the Mission.

36. The Mission shall meet at least once a year and be governed by the usual rules of our Church judicatories, so far as applicable, and it shall keep regular minutes of its proceedings, copies of which are to be sent to the Board soon after each meeting with clear indications of actions requiring Board decisions. On questions involving requests for appropriations, the expenditure of funds and the location, transfer or retirement of missionaries, a two-thirds vote shall be required. In all other cases a majority shall decide. The traveling expenses to Mission meetings shall be met (unless under peculiar circumstances) only for those who are voting members, and those who have not completed their first year of service.

Executive Committee and Powers.

37. Each Mission shall appoint an Executive Committee which

(a) Should be of such personnel, representative nature and size (the smallest compatible with safety) as best to command confidence;

(b) Should possess all powers essential for expedition and efficiency properly counterchecked

(1) By periodic elections so arranged as to assure continuity;

(2) By prompt publicity of all actions;

(3) By provision for reconsideration through protest within definite time limits;

(c) Should have, wherever advisable, one of its members free for full-time service in General Mission matters;

(d) Should, if possible, hold at least two meetings a year for the conduct of its business.

Field Councils.

38. In countries or regions where several Missions have kindred problems, the formation is recommended of a Field Council whose Chairman or Secretary (in certain cases both, with adequate office staff) should be released from his relation to a particular Mission in order to enable him to give himself wholly to field supervision, direction and counsel.

As it is the definite policy of the Board to allow the greatest possible degree of self-government to the Missions through the regularly constituted Mission bodies, in countries where a Field Council exists, the Board will delegate to such a Council all practicable routine and administrative matters with such a degree of finality as to relieve the Board Secretaries at the home base and to secure prompt decision on the field.

In view of the divergent interests among the fields, the determination of what matters be delegated should be left to the Board in conference with the field concerned.

In addition to such powers as may otherwise be delegated to Council are the following:

(a) Distribution as between Missions of all undesignated funds.

(b) The use of such sums as the Board may place in their hands for emergency matters.

(c) Employment on the field of temporary workers (foreign) within limit of funds (Mission or Council).

Field Councils and their constituent Missions in conference with the Board shall make necessary rules to govern their mutual relations and responsibilities.

Mission Policy and By-Laws.

39. Each Mission may adopt such by-laws and rules for the conduct of its business as may seem wise. It should elect its own officers, whose powers in general are those exercised in similar organizations.

Each Mission should

(a) Have a clearly defined policy.

(b) Make provisions, through conferences, surveys and reports, to familiarize all members with the Mission policy and to acquaint the Mission as to the extent to which its policies are being carried out.

(c) Have adequate supervision by properly constituted authorities.

Secretaries, Mission and Station.

40. Each Mission and each Station shall choose for itself a Secretary, to be changed as seldom as possible, the names to be reported to the Board, whose duties shall be to receive and keep files of all official correspondence addressed to Missions and Stations; to receive and distribute all report forms and see that they are, in proper form and season, returned to the Secretary in charge of the correspondence; to see that all communications addressed to Missions and Stations have proper reply; to forward the statements called for in Paragraph 36, and to perform such other functions as shall be assigned by the Missions. The above does not apply to correspondence between the Board and Mission and Station Treasurers.

Care should be taken that all official letters of the Board sent to the Missions be seen by each missionary.

The Secretary of the Mission may also be Secretary of the Executive Committee.

Treasurers, Mission and Station.

41. Mission and Station Treasurers should be appointed in accordance with Paragraphs 47 and 48.

Committees.

42. Each Mission should appoint the following permanent committees and such other permanent and occasional committees as may be needed:

(a) Executive Committee (See Paragraph 37).
(b) Property Committee (See Paragraph 57).
(c) Language Committee (See Paragraph 24).
(d) Auditing Committee (See Paragraph 62).
(e) Committee on Guidance of New Missionaries (See Paragraph 23).

Reports and Letters to Board from Missions.

43. (a) Each Station shall prepare at the close of the Mission year reports, both statistical and general, of the various departments of its work, and submit them to the Mission at the annual meeting. Each missionary also shall prepare a brief report of his or her labors during the year, to be submitted to the Mission. All these reports should be reviewed by the Mission and forwarded without delay to the Secretary in charge of the correspondence, with the Mission's judgment thereon.

Missions are allowed to close their statistical year at such time between September 1st and November 30th as may be most convenient for them, having in mind the requirements of the Board that all statistical information must be in the hands of the Board by February 1st; all reports and estimates by January 1st. These statistics should be on the blanks furnished by the Board's offices.

Correspondence with Board Secretaries and Treasurer.

(b) It is desirable that individual missionaries and Secretaries of the Board should correspond fully, frankly and frequently, for mutual helpfulness in the prosecution of the work.

Correspondence pertaining to the respective departments of Secretaries or Treasurer should be forwarded on separate sheets and ordinarily under separate covers.

The correspondence of the Mission and its individual members, including official minutes, estimates and all requests for reinforcements, property, furloughs, current funds

and any other matters requiring action by the Board, should be addressed to the Board's Secretary for the Mission. Thus business matters will be handled by one office and when necessary referred to the proper departments.

Correspondence with the Treasurer's Office should, as far as practicable, be given separate sheets, according to the following rough outline: (1) Matters of travel, (2) Purchase and shipment of goods, (3) Adjustment of Accounts, (4) General and personal matters.

(c) All requests for new missionaries, new property or for funds for use in the work must have the approval of a Mission, or a Mission Executive Committee or a Field Council. The Board cannot act upon any such requests without this approval. Such requests unaccompanied by such action will be referred back to the Mission or Council for proper consideration.

Letters for Supporters.

(d) Every missionary supported by a church or group of churches is expected to write to his or her supporters at least three times a year, mailing to the Department for Specific Work either the original or a carbon copy of such letter, that this Department may provide a duplicate if the original is lost, may keep in touch with the correspondence and may have the use of the material for other supporters of the same Station. From these carbon copies the Department prepares three times a year a composite letter that is duplicated and sent to all supporters of the Station.

(e) Every woman missionary is assigned for correspondence by the Woman's Board to a certain woman in the District to which she is related. This woman correspondent is known as her District Foreign Secretary. These women missionaries are expected to send at least two letters and a copy of their personal reports each year to their District Foreign

Secretaries. By means of this correspondence many happy and helpful ties have been formed. While there is in these letters much that is personal which is never used for publication, the letters should also contain material that may be copied and sent to the supporters to keep them in touch with the work of their missionaries. Such letters are carefully edited and distributed by a special Department of the Woman's Board. They are used not only for the supporters of the missionary but for those contributing to the Station in which she is located, for "Woman's Work," and for the Joint Publication Department of the two Boards.

There is cooperation between the Woman's Board and the Department for Specific Work of the Assembly's Board, so that each can use letters received by the other if so desired.

Contents of Letters.

(f) Letters are desired which will describe the work, its conditions and opportunities. Incidents are especially acceptable. These letters should not make appeals for money for particular objects, or deal with matters of Mission business, or of purely personal interest. Except as they write to their Foreign Secretaries of the Assembly's Board, all missionaries are urged to refrain from criticism of native peoples and of national policies, as any letters sent to other than Board officers may without the Board's knowledge get to the public press and may be interpreted as voicing the attitude of the Board. This may cause serious embarrassment.

D. MISCELLANEOUS.

Literary Work.

44. Literary work, such as translating and the preparation of religious and educational books, should be undertaken only with the consent and by appointment of the Mission and by

persons adjudged to be most thoroughly acquainted with the language.

Writers or copyists may be provided for missionaries employed by the appointment of the Mission in literary work, where such are needed.

Printing Presses.

45. No printing establishment or press shall be erected without the express sanction of the Mission and Board, and no printing establishment of the Board shall be used for private work or for any missionary publications, except under authorization of the Mission.

Survey.

46. (a) At least once in five years each Mission shall appoint a committee to make a thorough survey of its work in all departments, to assure itself and the Board that the resources of the Mission are being used to their best advantage, a sufficient sum of money for this purpose to be charged in Class VI for each Station.

(b). The Board plans that each Mission shall be visited by an officer of the Board at least once in seven years.

SECTION IV.

FINANCE

A. TREASURERS.

Mission Treasurers.

47. (a) The Mission shall elect a Treasurer at its annual meeting or when a vacancy occurs, this Treasurer to assume his duties at the time designated by the Mission; the election to be reported to the Board, and to be subject to its approval.

It devolves on the Mission Treasurer to preserve carefully all deeds of Mission property and other legal papers not transmitted to the Board (in Stations where this is not convenient the Mission may assign this duty to the Station Treasurer); to keep in official books, procured at the Board's expense and to be the property of the Board, clear and correct accounts of all receipts and payments, and to have vouchers for the latter, and to keep files of all official correspondence properly belonging to his department. His books must be open to the inspection of any member of the Mission at any reasonable time.

(b) The Mission Treasurer is the agent of the Board for the distribution of the amount appropriated for his Mission, and is responsible to the Treasurer of the Board for all funds forwarded by him. The drafts conveying these funds should not be negotiated until required. The accumulation of large cash balances in local banks for any purpose should be avoided. Limited working balances should be kept in a bank or other safe depository approved by the Mission. No funds of the Board shall be loaned under any circumstances. There is no warrant for assuming liabilities on behalf of the Board, without the actual consent of the Board, and it is within its proper right to repudiate any such obligations. The acceptance of funds for deposit, and the investment of the same in

any form of security, must be avoided. The advancing of funds for building purposes or in behalf of any individual, however urgent might appear to be the necessity, is unwarranted.

The principle of this Paragraph is to be strictly construed, there being no warrant for disbursements beyond the limit of appropriations, except in cases for which the Manual provides.

(c) The Mission Treasurer is also the agent of the Board to enforce any rules governing the use of revenue derived from such sources as tuition fees, medical fees, press earnings and premium on exchange. Such funds must be paid to him and by him reported to the Treasurer of the Board.

The Mission Treasurer will also examine and audit journey accounts presented by missionaries upon their arrival in the field, calling the attention of the traveler to any items incorrectly entered.

The Treasurer of the Board is directed to remit to each Mission Treasurer the amount appropriated for his Mission during the fiscal year of the Board, and only that amount; this to be forwarded regularly, and preferably in monthly installments; bills of exchange to be negotiated by the Mission Treasurers as necessities require.

(d) The Treasurer of the Board may require from time to time concise statements of the condition of the Mission treasuries with summary of receipts and disbursements, but the full detailed statement of the Mission must be rendered once each year.

The general control of these funds is intrusted to the Mission, subject to the direction of the Board, but the funds must be used substantially in accordance with the appropriations as made, and can in no case exceed the amount without special authority being obtained. (See Paragraphs 51 and 63.)

(e) It is the definite policy of the Board to install trained men or women as Treasurers or business agents wherever

necessary for Missions or for combinations of Missions, to be located at central points, and to centralize all business and accounts of the district to be served, so far as that is possible and feasible.

Business-secretaries should be installed in Stations where the amount of work demands their services, these business-secretaries preferably to be unmarried, and to be appointed, in the first instance, with the status of "special term missionaries," and to be included in the Mission's preferred list for reinforcements.

(f) It is the definite policy of the Board to provide business offices with suitable equipment, including typewriters, adding machines, and safes for the guarding of funds and documents, where this equipment is needed for efficiency, economy and safety.

The Missions should include in their estimates submitted to the Board items to cover treasurers, agents and secretaries, as well as equipment for offices, it being understood that all salaries must be placed in the same category as missionary salaries and that expenditures for office equipment, which cannot be covered out of appropriations granted the Missions, should be placed among requests for property and equipment (Class IV).

48. Station Treasurers shall be annually appointed by each Station, or where the Mission shall prefer, by the Mission, and the names reported to the Board, save in those Missions where the Board provides for the discharge of these duties by the Mission Treasurer. They are the financial agents of the Mission for their several Stations, with powers and responsibilities in their respective spheres, similar to those of Mission Treasurers. They must submit reports to the Mission Treasurer, as he does to the Board Treasurer, such reports to be open to the inspection of members of the Station, and to be duly audited by a committee of the Station.

B. ESTIMATES AND APPROPRIATIONS.

49. At the annual meeting the Mission shall prepare a careful estimate of the probable necessary expense of its work for the year beginning on the 1st of April following the date of annual meeting. Where there is more than one Station in a Mission, each Station shall prepare its estimates to be submitted to the Mission or its Executive Committee for detailed consideration and recommendation, as the Board requires the judgment of the Mission or Executive Committee on all the estimates of each Station. It is specially desired that in recommending appropriations for new work, such as the sending out of new missionaries, the purchase of property, erection of buildings, etc., the Mission shall indicate the order of their importance.

Missions should accompany all requests for new property or new missionaries, with a brief and careful statement of the reasons for these requests, even though said reasons have been set forth in previous correspondence.

All estimates for new property should be so comprehensive as to avoid the necessity of requests for additional funds to complete these items. Screening should be included.

The estimates should indicate first what is needed for the work of the ensuing year, the amount not to exceed the grant of the year preceding that for which the estimate is made, and, secondly, if more is required, how the Mission would spend the desired increase.

Any anticipated income from rents of properties on the field shall be included within the annual Mission estimates of receipts on the field. Any necessary expenditures for rent shall be a first charge against such income.

The estimates should be forwarded to the Secretary in charge of the correspondence and will be acted upon by the Board as promptly as possible. Pending such action the Mission is authorized to proceed with all expenditures in-

cluded under the first class, and the Treasurer will remit accordingly, but may not enter upon the expenditures included in the second class without authority from the Board.

50. In case any work is partially supported by receipts upon the field, these receipts shall be carefully estimated and stated. The total estimated cost shall also be stated. Only that amount necessary to make up the difference between cost and field receipts shall be asked for, from the Board. It will not be feasible for the Board to make additional appropriations for such work, toward the close of the fiscal year, on representations that estimated field receipts have fallen below expectations. However, the usual privilege will apply, that transfers of unused appropriations for other items in the appropriations may be made up to the end of the fiscal year.

If the accounts for any such work, at the close of the fiscal year, show a deficit, this must be reported and must either be made a first charge against the funds available in the new fiscal year, or must be covered by savings reported by the field treasurer in other items, the treasurer to secure a statement of explanation from the missionary responsible for the work and forward it to the Board with the Annual Report. Should the actual receipts exceed the estimated receipts, the gain shall accrue to the Treasury of the Board, save that when the excess is due to an unforeseen enlargement of the work, due, for example, to more paying pupils in the school or patients in the hospital, it shall be allowable to apply so much of the excess as is necessary to meet the increased cost of the work, due to this enlargement. But this shall not be understood to entail upon the Board any obligation to increase the grants from its Treasury for the work.

In the case of ordinary savings or surpluses at the close of the fiscal year, the regular rule will apply, that these shall revert to the Board. In the case of institutions, however,

where there are balances from field receipts which have been collected late in the Board's fiscal year and which really apply on the budget of the institution for the coming year, these balances shall be carried forward into the Board's new fiscal year as working balances, in such amounts as may be determined by the executive committee of the Mission and approved by the Board.

Liberty of Transfer.

51. Any Mission is at liberty to make necessary transfers in the annual appropriations, as sent by the Board; (1) inside individual Classes V-X; (2) between classes VI-X within Stations, excepting Medical, Class VI (Paragraph 68); (3) between Station appropriations Classes VI-X.

Each Mission is responsible for bringing its expenditures for the year within its appropriations. Any overdrafts incurred will be charged against the appropriation for the ensuing year.

When any Mission closes its accounts with a balance, this balance should be reported to the Board and be applied toward meeting the appropriations for the new year. (See Paragraph above.)

It is, of course, expected that the Mission will take into due consideration any association of particular objects with special givers in this country and will not needlessly disturb such relations, but if in the judgment of the Mission the interests of the work are seriously involved the Board will support the Mission in assigning such objects their proportionate share of any reduction, and the Board will take up with the givers at home any difficulties which may arise.

Special Appeals.

52. (a) In view of the importance to the Church that the needs of the various Missions be adequately set forth, missionaries on furlough are urged in their addresses and appeals

to stress the items in the guaranteed current budget which must be provided if the stability of the work is to be insured.

(b) Missionaries are urged to appeal only for budget items and for such property needs as are in the current approved list of the Board or especially approved by it or by the Executive Council. Funds for other objects proffered to missionaries without appeal may be accepted when approved by the Mission and by the Board, provided such funds cannot be secured for the current budget after earnest effort.

In loyalty to the interests of the entire work, missionaries in seeking funds for property and equipment should try to secure first those items that appear high in the list of the Mission, approved by the Board, except in countries where there is a Council Preferential Property List. In such cases effort should be directed to secure first those items which are high in the Council List and approved by the Board.

The Board defrays the traveling expenses of missionaries visiting ecclesiastical bodies or churches in this country at its request, when the expenses are not otherwise paid.

It is the desire of the Board that the estimates should be so complete as to preclude applications from the field to Churches, Sabbath-schools, societies or individuals for special gifts. Such applications involve unjust discriminations in favor of some Missions and missionaries, subordinate the judgment of the Mission to private judgment, interfere with the regular income of the Board, and if right for one are right for all, and so militate against the purpose of the Church in the establishment of the Board.

All money not paid through the Treasurer of the Board, but received for the work by the missionaries from Churches or other organizations or from individuals, should be reported through the Mission Treasurers. The Board feels that wherever consistent with the will of the donor, such gifts

should be applied to the regular budget of authorized expenditures for the year until this has been wholly met. But if this is not allowable, the Board considers it but just to the Church and to the givers themselves and to the work as a whole, that all gifts going out to the field should be reported to the Mission Treasurer, and the Mission Treasurer should make report to the Board, showing:

(a) All gifts passing through his hands for special purposes.

(b) As far as possible, all gifts not passing through his hands, but received and expended by individual missionaries for the work.

Special Appropriations.

53. After the estimates are sent to the Board, special requests for grants cannot be entertained, except in extraordinary circumstances. When such cases arise during the year, calling for extra appropriations, they should be submitted to the Mission or to the Executive Committee of the Mission, who will forward the request to the Secretary in charge of the correspondence, with the proper recommendation.

Exchange.

54. Appropriations as made by the Board, in Classes I to III, will be made in United States currency. Those in Classes IV to X will be made in the currency of the country, except in certain special cases, where depreciation of the local currency renders necessary keeping the accounts in gold.

Mission Treasurers will pay salaries and children's allowances in local currency, at an average rate of exchange, rules for determining this rate to be formulated by the Mission Treasurer and the Mission.

Missionaries in the countries where the Board has stabilized salaries by authorizing an arbitrary rate of exchange, are to interpret the action as applying only to that

part of the salary expended on the field and therefore affected by exchange. On the portion of the salary expended outside of the country, the deduction is to be made in gold amounts, inasmuch as no question of exchange is involved. Charges going out to the field against salary accounts should be deducted either in gold amounts or at the arbitrary rate fixed by the Board.

C. PROPERTY.

General Rules.

55. No property is to be purchased or sold, nor any building erected for the Board, without its sanction. None of its property is to be mortgaged or assigned for any debt. All property given or purchased for its use shall be at once transferred to it, or be held in trust for it.

Gifts on the field or from sources outside of the Board's Treasury for the erection of buildings on the property of the Board, or for enlarging or improving buildings already in use, or for acquiring new property, should be reported to the Board, and before these gifts are expended full plans of the improvements contemplated should be submitted to the Board for its approval.

If missionaries spend monies of their own in the purchase of land, enlarging or erecting buildings for missionary purposes, they must understand that they have no claim upon the Board for special reimbursement.

Title deeds of all property are to be duly recorded in the way required by the government within whose territory the Mission is located.

All Stations should forward promptly to the Board in New York, upon the property blanks furnished for such purpose, all details of new property acquired, or buildings erected, so that the Board's files may be kept up to date.

It is important that photographs and plans of these build-

ings and diagrams of the land be sent with the property blanks.

Missionaries, of course, will not expend funds belonging to the Board, or in any way involve the Board in property or financial obligations, without its consent. If they do they must be held personally responsible for the amount.

Sale or Rent of Property.

56. Property not in use and not likely to be needed for missionary purposes should be disposed of promptly, or as soon as a fair price can be obtained. Sales are to be authorized by the Mission and Property Committees on terms approved by them and confirmed, in cases of real estate, by the Board. The proceeds of such sales should be credited to the Board and reported at once. Where property unused by the Mission cannot be sold, it should be rented as advantageously as possible and the proceeds reported to the Treasurers of the Mission and of the Board, in such cases the character of the tenant and the proposed use of the property to be carefully considered. (See Paragraph 33-h and 49.)

Property Committee.

57. Each Mission shall, at its annual meeting, appoint a Property Committee, without whose approval and that of the Mission or its Executive Committee no plans shall be adopted nor any land purchased. This committee shall have or shall arrange for general supervision of the erection of all buildings. It shall also be responsible for keeping the expenditures within the funds available. Copies of all plans approved by this committee shall be forwarded as soon as possible to the Treasurer of the Board.

Repairs on Property of the Mission.

58. Each Mission shall make provision for repairs on all properties, so as to keep all buildings in satisfactory condi-

tion. Appropriations for repairs shall be non-transferable, and if unused, are to be retained in the repairs account of the Mission. (Class V.)

All repairs on buildings shall be included in general estimates, and no major repairs, enlargements or alterations involving expense shall be made without the concurrence of the Mission or the Property Committee and, if amounting to more than $500, the sanction of the Board.

Insurance.

59. The Board undertakes to carry its own insurance on its Mission property and has voted to place the sum of $20,000 annually in a fire and marine insurance fund in New York for this purpose.

D. MISCELLANEOUS.

Money Orders and Certificates of Credit.

60. The Treasurer of the Board is authorized to make purchases for missionaries of the Board and for institutions under the charge of the Mission. All charges, including freight, shall be charged against either the personal account of the missionary or the account of the institution thus served. Care should be taken to make orders in the name of the institution and not of the individual missionary, when the purchases are for the account of the institution. The Treasurer shall require some form of order for these purchases in the name of the missionary or the institution. The Treasurer on the field through whom this amount must be collected shall have cognizance of the obligation assumed and to this end should countersign all orders thus forwarded to the Board, a duplicate of the order being filed with him. These purchases are for Mission work and for missionaries' personal needs, and the privilege of making such purchases is

not to be extended to those not directly associated with the Missions.

The Board's Treasurer may receive and transfer to the field funds handed him for the private use of missionaries and, in turn, pay upon authority funds transferred to him by missionaries. For this purpose Mission Treasurers are authorized to issue certificates of credit, which shall only be made for actual value received, and shall not transmit such funds by negotiable drafts payable through banks.

Drafts on New York Treasurer.

61. If necessity compels, the Mission Treasurer may draw on the Board's Treasurer at sight for an amount not to exceed the proportionate allowance of appropriations for one month; but in such event a statement must be at once forwarded to the Treasurer of the Board setting forth the emergency.

It is not expected that the regular drafts sent to Mission Treasurers from New York to cover regular appropriations shall be used for property and building expenditures. For these purposes special drafts shall be sold, the forms being sent to the Missions in blank from New York. These special drafts for property shall be sold only in such amounts as shall be needed in the immediate future to finance property and building operations. They are not to be sold in large amounts with the intention of depositing the proceeds in local banks to await expenditure at some indefinite time in the future. The drafts shall be drawn on the Treasurer in New York as the forms indicate and shall be signed by the duly authorized Treasurer of the Mission and the person authorized by the Mission to countersign.

Immediately on the sale of either a property or emergency draft, notice should be mailed to New York, advising the Board Treasurer of such sale, giving the amount, the rate

at which it was sold, the object for which it was sold and any other information that would be valuable to have.

Auditing Committee.

62. The books, balance sheet and annual report of the Treasurer of each Mission are to be audited by a committee of not less than two, appointed for such purpose by the Mission or by its Executive Committee. This committee shall meet to audit the accounts of the Mission Treasurer as soon as possible after April 1st in each year.

In auditing the accounts the committee of the Mission is expected not only to examine the footings and vouchers for each payment but also to report whether the disbursements under appropriations have been made in accordance with the vote of the Mission and the Board. The audit should include an examination of the cash on hand and certification that there is actual cash on hand to the amount reported to the Board.

Also all records of the Treasurer should be reviewed by this Committee so that it can certify that everything is being done in accordance with the instructions of the Mission and of the Board as outlined in the Manual, and that all transactions affecting the credit of the Board are reported to it.

The report of this committee of the Mission certifying that such auditing has been made and the results thereof should be presented to the Mission (or Executive Committee) and forwarded to the Treasurer of the Board.

Reports of Treasurers.

63. Mission and Station Treasurers should officially acknowledge all remittances received by them for use of the Missions.

The Treasurer of the Board may require from time to time concise statements of the condition of the Mission treas-

uries, with summary of receipts and disbursements. A full detailed statement of the transactions of the Mission and Station Treasurers shall be rendered at least once a year. The Mission Treasurer may require from institutions operating under the Mission direction, stated reports of their financial condition.

Institutions in which the Mission shares with other Missions the responsibility for the management, are expected to furnish the Mission Treasurer with a copy of their annual financial reports.

The balance sheets of all institutions should show not only receipts and disbursements but also the assets and liabilities of the said institutions at the close of their fiscal year.

SECTION V.

SALARIES, ALLOWANCES, FURLOUGHS, ETC.

A. SALARIES.

64. Salaries of missionaries vary in different countries, according to the expense of living. They are determined by the Board, after correspondence with the Missions. The general idea on which they are fixed is that of giving a comfortable support to the missionaries while they continue under commission of the Board on the Mission field. Usually a house is provided or house rent paid. To the salary of a married man is added an allowance for each child under twenty-one years of age. Sixty per cent. of the salary of a married man is provided as a rule for unmarried men and women. To a missionary remaining at his post while his wife returns to this country the salary of an unmarried missionary is allowed, and to his wife the usual home allowance of a single missionary, with the usual children's allowances.

In case of the death of any missionary, married or single, or any child of a missionary, the full salary or allowance shall be continued for one month from date of death.

The salary begins, as a rule, on the arrival of the missionary at his Station and ends when he leaves his Station on his return to this country or on the termination of his connection with the Board.

In the case of a missionary left a widower or widow with children and keeping house, the salary shall be especially arranged, in view of all the circumstances.

Graded Salaries.

65. During the past, on some fields, salaries have been graded, according to length of service. Each Mission in

consultation with the Board should determine whether or not it wishes salaries fixed in this manner.

Children's Allowances.

66. An allowance of $200 per annum is made for each child under ten years of age and $300 per annum for the next eleven years, the payments for the last three years not to be made for children who are self-supporting or are married or leave school permanently for other than for health reasons.

The Board cannot provide children's allowance in case of the adopted children of missionaries.

The Board defrays the expense of the journey of the children of missionaries to this country up to the time that their children's allowance ceases, the total number of single trips not to exceed five, but it does not engage to meet the expense of their return after the age of sixteen to the country from which they came, unless they go out as missionaries under appointment of the Board.

In fields where the term is but three years, the Board will consider requests for seven trips, if circumstances warrant such requests.

67. Homes are provided in the United States through the generosity of Christian friends, which are available for missionaries who wish to place their children there. Inquiries concerning these homes should be addressed to the Home Department of the Board.

Medical Allowance.

68. (a) Bills on the field for medical, surgical and one-half dental expenses, including prescribed medicines, when incurred under proper field and Board regulations, shall be met under Class VI, within the budget. Each Mission should include in its estimate sheets a definite amount covering the ordinary needs of the above, and this should be put under

Class VI; it thus becomes untransferable and will constitute a medical fund carried over from year to year.

(b) All bills of missionaries on furlough in excess of $25.00 per annum for single missionaries and $50.00 per annum for a family, for medical, surgical, oculist and one-half dental charges, when incurred by advice of the Board, will, upon request, be met by the Board.

At Stations where medical missionaries are laboring under commission from the Board, they are regarded as the physicians of the missionary families connected with the Board, to render service to them without charge, and the Board does not engage to be responsible for expense incurred in seeking medical aid elsewhere. The medical missionaries shall be the health and sanitary officers in their respective stations.

Remuneration for Outside Work.

69. The missionary while in connection with this Board will give his time and strength to the work of Foreign Missions, under the general direction of the Mission and in accordance with the provisions of the Manual. If, with the express sanction of the Mission and the Board, he shall temporarily undertake work not under the care of the Board, any sum of money paid for such work shall be turned into the treasury of the Mission and reported to the Board, except with the approval of the Mission and the explicit consent of the Board to the contrary. Where the regular work is a source of revenue, such as medical fees, tuition, etc., the amount shall be similarly reported. This provision is not intended to cover gifts or occasional remuneration received by missionaries for personal services. (See Paragraph 33-g.)

B. TRAVEL TO FIELD.

Journey to the Field.

70. The Board pays the expense of the journey from the home of the missionary to his Station, or vice versa, by a

direct route. If any missionary wishes to deviate from this route and there be no valid reason to the contrary, he shall receive a sum equal to the expense of the direct journey as estimated by the Board at the time. The expense is based upon the shortest and least expensive route and is not intended to include items of emergency beyond those incident to delays from disarranged service. In case of deviation from the direct route or delays, the additional expense of which is assumed by the missionary, the time thus consumed will be taken into consideration in fixing the date at which home allowance shall begin or end.

In this case plans should be made to arrive on the field not later than at the expiration of the leave of absence.

The Board will pay a personal allowance to the missionaries while traveling without salary to and from their fields in the amount of $1.50 per day to each missionary, this not affecting children's allowances. It is understood that this will cover such miscellaneous and incidental items during travel as laundry, pressing, barber charges, newspapers, medicines, trips ashore at ports of call, contributions to funds on board ship, etc. It is expected that this allowance will meet any expenditure for steamer fees that may occur in excess of $10.00 per missionary which is the maximum amount that may be charged on Travel Account.

Ample time should be taken to prepare a complete itinerary, whether to or from the field. The relative merits, including the expense of each route, should be carefully considered and the time of departure so planned as to make closest possible connections on the journey.

The Treasurer's office in New York, except in a very few cases, arranges for all steamship tickets, but due to a ruling regarding clergy fares, it is necessary for the missionary to secure his own railway transportation after arranging for clerical certificates through the Treasurer's office.

The Treasurer will advise missionaries who are traveling as to the best hotel accommodations available in the ports where they are obliged to delay en route to the field.

The above rules are also applicable to travel on furlough (Paragraph 83).

Outfit, General.

71. Outfit allowances are granted when necessary to new missionaries. It is the purpose of these allowances to assist missionaries toward the purchasing of such articles as may be necessary for the furnishing of homes and necessary equipment for service. To unmarried missionaries a grant of $250 is made and to a man and his wife one of $500. In the Africa and Mexico Missions and in certain stations of the Siam Mission, the grants to the individual missionaries for outfit allowances are one-half the above amounts. In these Missions, the Board appropriates the other half of the outfit allowance to the Mission for each missionary, with the understanding that it is to be expended for heavy furniture which shall become the property of the Mission.

The testimony of missionaries is unanimously in favor of retaining at least one-half of the outfit allowance until after reaching destination. This outfit allowance is available until the end of the fiscal year following the year of the arrival of the missionary on the field.

Outfit lists indicating articles most needed on the field have been prepared by the several missions, copies of which will be sent to the persons appointed when appointment is made to the particular field.

Outfits, Medical.

72. Medical missionaries going to stations where there are established hospitals, are allowed a sum not to exceed $50.00 to provide a personal medical equipment; to those

going to stations where there are no hospitals, an additional allowance for surgical outfit, not to exceed $300.00 is made after approval by the Secretary corresponding with the Mission and the Medical Secretary (or Adviser) of the Board. On withdrawal of missionary physicians from connection with the Board, all such outfits shall be reported to the Board and turned over to the Station Treasurers to be held subject to the Board's instructions.

On the removal of a medical missionary from one Station to another the medical outfit shall remain for the successor, unless the medical work is to be closed or unless there is no outfit at the Station to which removal is made.

Baggage and Freight Allowances of New Missionaries.

73. The Board pays the expense of packing and the freight and customs duties to the field within reasonable limits, (duties not to exceed $50.00 per person) for necessary articles for personal and household use and not on more than is included in the regular freight and baggage allowance. The freight allowance for new missionaries is two measured tons for a single missionary and four tons for a married missionary, except as may be determined by special action of the Board. The freight allowance for Africa, Mexico and North Siam, is one-half the usual amount, namely, one cubic ton for each missionary. One cubic or measured ton is equal to 40 cubic feet. Any amount taken out beyond this quantity is at the personal expense of the missionary. Requisitions may be made upon the Board for money to cover the portion to be paid for by the Board by a letter or memorandum sent to the office.

The Board allows a maximum of 350 pounds of baggage which the missionary is entitled to carry free from his home to his destination on the field, or vice versa. Many of the Steamship Companies allow only 20 cubic feet, or perhaps 175 pounds. The railroads in the eastern section of the United

States allow only 150 pounds, while the trans-Pacific lines and railways on through trans-Pacific railroad tickets from Chicago or St. Louis west allow 350 pounds. In foreign countries it is usually considerably less than 350 pounds. Where the transportation lines allow less than 350 pounds the Board will pay excess charges, if necessary, up to 350 pounds maximum.

Half the above allowances will be made for each child.

The Travel Manual gives special instructions as to the packing and shipping of freight.

For rules about Furlough travel see Paragraph 83.

Passports.

74. The United States regulations in regard to passports change so constantly that it is impossible to include in this Manual instructions regarding them. At the present date, 1922, passports are necessary. The Treasurer's Office will furnish all needed information, and missionaries should be very careful to fulfill all conditions and obtain passports necessary for travel.

C. FURLOUGHS.

75. The appointment of missionaries contemplates service for life, if the Lord will. Stated furloughs, however, are in complete accord with such service. The change of environment afforded tends to preserve or restore the health and energies of the missionaries, and their presence in the churches at home increases interest in Mission work. The frequency of such furloughs varies with the degree of isolation and the healthfulness of the climate of the fields in which the missionaries work. The terms of service, as set forth in the following paragraphs are determined by the Board, in consultation with the Missions. Exigencies of the work may render necessary a slight lengthening of the term

of service, and exigencies of health may shorten the term. In each case, however, Mission action is necessary, the general rule being that all missionaries should take their regular furloughs at stated times.

In cases where a missionary shall have been on the field longer than the usual term and his wife for a period shorter than the usual term, or vice versa, it shall be allowable to fix the minimum term of service at a medium or average point for the two.

Terms of Service and Furloughs.

76. (a) In every case a furlough shall require the approval of the Mission and, except an emergency health furlough, inclusion of the expense in the estimates. The Board meets travel expenses both ways, unless specifically stated to the contrary.

The period of furlough is in addition to the time required for direct travel.

The Missions shall ensure that the time of leaving the field be at a suitable period after the full term of service; that the return to the field at the expiration of the allowed furlough shall also be at a suitable season of the year; and that the furlough be so timed, if possible, that the absence from the field include at least one hot season. In this adjustment the term of service will not be shortened except as specifically stated below:

In Japan, Korea, China and Persia, where the term of service expires before October 1st, missionaries shall be allowed to leave on furlough during the July previous to the expiration of the term of service, and shall sail from America at such time in the late summer of the following year that the furlough shall not exceed one year. If the term of service expires after October 1st, missionaries may leave the field at such time thereafter as the Mission may determine, provided it be at such a season as to allow the return

to the field at the expiration of the regular furlough in America.

In the Philippine Islands, Hainan and Siam, missionaries who have arrived on the field for the opening of the schools in June, may leave the field on furlough when the schools close at the end of March preceding the end of the full term of service, returning before the opening of the schools in June of the following year.

In the Punjab and N. India Missions furlough after seven years is ordinarily to be taken from September 1st, returning to the field for the Annual Meeting of the following year. With the permission of the Executive Committee, missionaries may have the privilege of combining the regular summer leave with their furlough, in which case the Board will be asked to pay up to twelve and one-half months' home allowance.

(b) The first term of service shall be five years, except in Africa, Colombia and Mexico, where it shall be three years. As a general rule the first furlough shall be used in further preparation under the direction of the Mission and the Board, and for this purpose the furlough may be twelve months. If the first furlough is not devoted to study for further preparation under the direction of the Mission and the Board, the regular furlough rules as to length of furlough shall apply.

(c) No provision is made for a proportionate furlough. In case a missionary must come home prior to the regular furlough, the case may be presented by the Mission to the Board for special consideration, and the period of such absence, less one month for the annual vacation on the field (if the absence from the field included the regular vacation time) shall be deducted from the period of absence authorized for that Mission for the next regular furlough, or, if not so deducted, the next full term of service shall be understood as dating from the time of return to the field after the leave of absence.

Subsequent Furloughs.

Brazil, Chile, Guatemala, Persia, Syria, Japan, Chosen, China (excepting S. China and Hainan).

(d) The terms of service and furlough subsequent to the first in Brazil, Chile, Guatemala, Persia, Syria, Japan, Chosen and China (excepting S. China and Hainan) shall be as follows:

7 years with a 12 months' furlough;
or 6 years with a 9 months' furlough;
or 5 years with a 6 months' furlough;

Hainan.

(e) For Hainan the term of service subsequent to the first shall be 5 years with 12 months' furlough.

Philippines, Siam, South China.

(f) The term of service subsequent to the first in the Philippines, Siam and South China shall be 6 years with a 12 months' furlough, or 5 years with a 9 months' furlough.

India.

(g) The terms of service and furlough subsequent to the first in India shall be as follows:

1. In the Punjab and North India Missions

7 years with a 12 months' furlough;
or 6 years with a 9 months' furlough;
or 5 years with a 6 months' furlough;

2. In the Western India Mission the term of service subsequent to the first is to be six years with 12 months' furlough, or five years with 9 months' furlough; the time for leaving the field on full furlough shall be about the first of March following the completion of term of service, and for leaving the United States about the first of April.

Mexico.

(h) The term of service subsequent to the first in Mexico shall be 5 years with 6 months' furlough.

The term of service in the hot country shall be three years, with 3 months' furlough to be taken the last quarter of the third year.

Colombia.

(i) The terms of service and furloughs subsequent to the first for the Colombia Mission shall be as follows:

(1) Barranquilla and Cartagena Stations, 6 months' furlough, after 3 years of service.

(2) Medellin and Bucaramanga Station, 10 months' furlough after 5 years of service, or 8 months' furlough after 4 years' service.

(3) Bogota Station, 10 months' furlough after 6 years of service, or 8 months' furlough after 5 years.

Venezuela.

(j) The term of service subsequent to the first in Venezuela shall be 6 years with 10 months' furlough, or 8 months' furlough after 5 years of service.

West Africa.

(k) The term of service subsequent to the first in Africa shall be 3 years with 9 months' furlough.

New missionaries to Cameroun are expected to spend six months in France in the study of French. This time is in addition to their term of service in Africa.

Special Furloughs.

77. Any other leave of absence than the furlough thus provided for will be by vote of the Board on recommendation of the Mission, except where a critical condition of health

does not admit of delay, in which case the approval of the Mission will be deemed sufficient; the action to be promptly reported to the Board, with medical certificate. The Board has adopted and furnished the Missions with a form of certificate for this purpose, and the reception and approval of these certificates, together with the judgment of the Mission thereon, must precede the settling of the travel account of a missionary returning to the United States, when no provision has been made for such return in the annual appropriation. This medical certificate must be signed by the Board's medical missionary at the Station, where there is one. Where a consultation of the medical missionaries of a Mission is practicable, it shall be only on the recommendation of such a consultation that missionaries shall be ordered home on account of ill health. The same rules apply in cases where a serious illness of children makes it necessary to bring them to the United States.

Medical Examinations.

78. When missionaries are sent home from the field, either at their regular furlough periods or at other times, on medical advice, the Mission Secretary is instructed to secure from the doctor in charge a full professional statement for the guidance of the Board's Medical Adviser, or other home physician who will have the case in charge in the United States.

Missions should arrange wherever possible, for an annual physical examination of each of their members.

Missionaries when they arrive at home on furlough are to have a thorough medical examination, and a sufficient portion of their furloughs is to be spent in rest and recuperation to insure their return to the field in the best physical condition.

Missionaries before their return to the field after furlough

should have another physical examination in order to insure good health on the field.

General Furlough Rules.

79. It is desirable that furloughs be spent in the United States. Any missionary wishing to spend part of the furlough in foreign countries is expected to correspond with the Board with reference to the time to be so spent and the date at which the home allowance shall begin.

As the Board pays the travel expense to the home of the missionary, it is necessary that the domicile be stated when rendering the travel account and that the journey thereto be in accordance with Paragraph 70.

The domicile shall be considered that place at which he spends the greater part of his furlough and not the farthest point to which he may travel in making visits among relatives, friends or churches.

The Board pays a portion of the travel expense, equivalent to the expense of the trip from the field to the port of New York and return, of missionaries whose homes are not in North America.

Home Allowance.

80. The allowance while at home shall be $1,800 per annum to a husband and wife and $1,000 to an unmarried man, to an unmarried woman and to a wife whose husband remains on the field. Missionaries may, at their discretion, draw in advance one month's home allowance from the Mission Treasurer prior to leaving the field or from the Treasurer in New York upon arriving in the United States.

The home allowance begins when the payment of traveling expenses from the field ceases and ends when the payment of traveling expenses to the field begins. Whenever the alternative offered in Paragraph 70 is accepted, the home

allowance shall begin at the time the missionary would have reached his home in this country by a direct route, and the same principle shall be applied when the journey is toward the field.

The home allowance of widows and widowers with children shall be presumptively that of unmarried missionaries plus children's allowances, with the understanding that these amounts may be supplemented if this is found necessary.

Home allowance shall in no case exceed the amount for the term of furlough, as set forth in Paragraph 76, except as serious physical disability, certified to by a competent physician, may call for a longer period, or upon express consent of the Board. (See Paragraph 81.)

Children's allowance is not interrupted by travel.

An amount not to exceed $25 per month for a family, toward rent, will be granted to those furloughed missionaries who may need such assistance.

Extension of Furlough.

81. For satisfactory reasons the furlough may be extended, but at the end of the second year except in special cases, the connection of the missionary with the Board will be terminated.

Vacations on the Field.

82. Such brief vacations on the field as may be necessary for the best interests of the Mission force are to be determined both as to time and length by the Missions, on the basis of plans submitted by the Missions and approved by the Board.

The Board will provide for exceptional field health changes to be determined by the Mission or Council, the necessary expenses to be included in the Annual Estimates.

Traveling on Furlough.

83. When leave of absence has been granted, the Board defrays the expense of the journey by the usual direct route from his Station to the home of the missionary in this country. The alternative proposition of Paragraph 70, regarding journey to the field, is available for the home journey as well. One measured ton of freight, without customs duties, is allowed each adult and one-half ton for each child. The allowance for baggage is the same as on the first journey (See Paragraph 73).

A freight allowance is not granted unless goods are actually shipped, and an "out and out" allowance for freight is made only when goods are shipped by some other than the direct and cheapest route, in which case the allowance is the estimated cost by such direct and cheapest route of the quantity of freight, within the allowance, actually shipped.

In returning to the field after furlough the same rules apply as in coming to this country.

Arrangements for the home journey should be made on the most economical basis consistent with comfort and safety through the Mission Treasurer. Missionaries should obtain from the Mission Treasurer copies of the Travel Manual with full detailed instructions.

Missionaries in returning home should in every case bring a regular clearance sheet showing balance in personal account, if any, date to which salary and children's allowance were paid, amount advanced for travel and advance made on home salary, if any. As soon as possible after arriving in New York they should report at the Board offices. Should they arrive at any other port, they should at once send to the Treasurer a full statement of traveling expenses; also home address.

D. RETIRING ALLOWANCE.

84. At the age of seventy or after forty years of service on the field all missionaries shall be freed from obligatory service, automatically withdrawing from active work, and a retiring allowance shall be provided, equal to field salary while on the field, or home allowance if residing off the field (in either case without additional provision for residence, rent or other allowances) the future place of residence, whether on the field or in America, being decided in conference between the missionary, the Mission and the Board. In cases where a Mission requests the continuance of a missionary in full service, he shall remain on the active list, his status being subject to annual review by the Mission (a two-thirds vote being required for the approval of his continuance on the active list). All questions relating to the missionary's future status shall be decided at the Mission Meeting next preceding the date when the retiring age is reached.

In exceptional cases, retirement may take place before the age of seventy, the matter being raised by the missionary, the Mission or the Board, and decided in conference between the three parties.

SECTION VI.

THE CHURCH ON THE MISSION FIELD

A. RELATION OF THE CHURCH ON THE FIELD TO MISSION POLICY.

85. Mission Policy in relation to the Church in the Mission Field should be decided by the Mission and the Board, but the counsel and advice of national Christians should be considered, due weight being given to the same in formulating these policies.

B. RELATION OF THE CHURCH ON THE FIELD TO THE CONTROL OF MISSION FUNDS.

86. 1. The right to the control and administration of Mission funds inheres in the Mission, but a Mission at its discretion, and with the approval of the Board, may make such grants to the Church on the Field for general or specific purposes as it deems advisable, the Church on the Field then having the power of control over and administration of such funds.

2. If deemed advisable, a Mission may with the consent of the Board transfer funds or institutions or other work to the Church on the Field or a Cooperating Committee of the Mission and the Church on the Field which may administer the same.

3. Such joint or cooperating Committee should be composed of certain members selected by the duly constituted Mission authorities and certain members selected by the duly constituted Church authorities.

4. Such a plan should be put in operation primarily in those fields where there is either a strong desire or capacity for self-government which has outgrown the financial ability of the Church, but that it be not adopted with the idea of

permanency, but as a temporary expedient looking forward to and looking up to self-support and final complete control by the Church on the Field.

C. RELATION BETWEEN MISSIONS AND THE CHURCH ON THE FIELD.

87. 1. National consciousness should be welcomed and recognized by provision for the absolute independence of the Church on the Field, with complete ecclesiastical authority, and responsibility for the administration of its own affairs.

2. This, however, need not prevent connection of the missionary with the church courts, nor connection in an advisory capacity, nor the power to serve on committees or to serve the Church on the field in any capacity, provided the desire of the Church for such relationship or service is expressed by the Church itself through its own ecclesiastical authorities, but all such relationship should be looked upon as temporary and as falling short of the final objective, which is an indigenous Church on a native basis in which the foreign missionary becomes no longer a necessity.

3. Where the Church on the Mission Field desires it and the Mission approves, the ordained members of the Mission may connect themselves with the courts of the Church on the field.

D. IDEALS OF THE CHURCH ON THE FIELD.

88. The Church on the Mission Field should aim to become self-propagating, self-supporting and self-governing, and should be diligent in applying the principles of the Gospel of Christ to the social and moral problems of community and nation; the Mission, with wise counsel and cordial assistance should encourage and foster the Church in the carrying out of this purpose.

E. NATIONAL LEADERSHIP AND STUDY ABROAD.

89. The Board recognizes the necessity of trained leadership-ministers and lay workers, both men and women —and that it is the duty of the Mission to start, sustain, and foster schools for the training of such leaders. In all forms of work, the Church on the Field should be encouraged from the first to cooperate with a view to ultimate assumption of responsibility. As higher education differs in different fields, the Missions seek such advancement as will place the leaders on a footing of equality with the best thought of their constituents, and to that end, the Post War Conference recommended that a limited number of native leaders who have availed themselves of the facilities for higher education on the field be carefully selected for study abroad, after they have been sufficiently tested in active service in the work for which they have been trained and have adequate knowledge of the English language and provision for financial support. Such workers should be sent only upon official approval by the Mission and by the proper body of the Church on the field and only when adequate financial support has been assured in advance. It should be understood that no obligation to employ these students upon return to their fields devolves upon the Mission or the Church.

SECTION VII.

COOPERATION, UNION AND OUTSIDE RELATIONSHIPS

A. COOPERATION WITH OTHER MISSIONS.

90. 1. Cooperation should be entered into with other Missions of evangelical faith in any way that will advance the cause of Christ, looking forward to union as it may grow out of this Christian cooperation.

2. Union should be entered into when practicable as a natural result of cooperative effort on the field.

B. COOPERATION IN EVANGELISTIC EFFORT.

91. In the large centers of population, in particular, union evangelistic efforts should be entered into, in the endeavor to reach and evangelize the unchurched masses.

C. COOPERATION IN EDUCATIONAL WORK.

92. 1. Cooperation should be undertaken in the higher grades of education, the actual stage to be determined by the local conditions of the country.

2. Cooperating Missions and Churches, having delegated powers to a field Board of Control, should leave to this Board the decision of matters relating to the faculty and the preparation of budget.

D. COOPERATION IN PRESS AND PERIODICALS.

93. There should be a carefully worked out plan of cooperation or union of the presses of a given country or region, and in the publication of evangelical literature. Union effort is particularly urged in the publication of text books and

general literature for schools, Sunday School helps, hospital and other records, hymn books, temperance literature, tracts, and other evangelistic publications, works related to sanitation and social hygiene, etc.

E. GENERAL ASSEMBLY ACTIONS CONCERNING POLICY OF UNION AND CO-OPERATION.

94. The definitely established policy of the General Assembly and the Board concerning the policy of Union and Cooperation is expressed in the action of the Board, May 15, 1900, and specifically approved by the General Assembly of that year, as follows:

"Believing that the time has come for a yet larger measure of union and cooperation in mission work, the Board would ask the General Assembly to approve its course, in recommending to its Missions in various lands (in line with the General Assembly's action of 1887, Minutes, p. 23, having in view building up independent national churches holding to the Reformed doctrine and the Presbyterian polity) that they encourage as far as practicable the formation of union churches, in which the results of the mission work of all allied Evangelical Churches should be gathered, and that they observe everywhere the most generous principles of missionary comity; and, further, it is voted that the Board now adopt the statement of policy prepared by its special Committee on Policy and Methods, and submitted to many of the missionaries and approved by them, as follows:

"In the view of the Board the object of the foreign missionary enterprise is not to perpetuate on the mission field the denominational distinctions of Christendom, but to build up on Scriptural lines, and according to Scriptural principles and methods, the Kingdom of our Lord Jesus Christ. Where Church union cannot be attained, the Board and Missions will seek such divisions of territory as will leave as large

districts as possible to the exclusive care and development of separate agencies. It is believed that in other regards, also, missionary comity should be given large range; (1) Salaries of native workers should be so adjusted among Missions as not to introduce an element of dissatisfaction among the workers of any Mission, or to tempt them away from the Mission with which they are connected. (2) Each Mission and the churches connected therewith should recognize the acts of discipline of other Missions and the churches connected with them. (3) In cooperative educational work, and especially where the schools of one Mission train helpers for other Missions, the latter should render some compensatory service. (4) Printing establishments are in many Missions required by the missionary work. Such should not be unnecessarily duplicated. The printing establishment of one Mission should, if possible, be made to serve the needs of all others in the same territory. (5) A hospital invariably opens wide opportunities for evangelistic work. Until these are properly utilized, it is not judicious or economical to establish other hospitals, the results of whose establishment will be to multiply further unutilized spiritual opportunities. (6) Fellowship and union among native Christians of whatever name should be encouraged in every possible way, with a view to that unity of all disciples for which our Lord prayed, and to which all mission effort should contribute."

In 1905 the Assembly "noted with satisfaction the readiness of the Board to give cordial response to appeals from the Mission Stations for endorsement of reasonable union movements properly conserving essential truths," while in 1916 it voted:

"That the Assembly reiterate its hearty approval of the Board's policy to promote comity, cooperation and union in all practicable ways, thus avoiding denominational overlapping and the undue multiplication of agencies in a given field, but using men and money to the best advantage."

F. POLITICAL ACTIVITIES.

95. Although the work of foreign missions, so far as its primary aims and ultimate purposes may be realized, will affect for good all human life and will contribute to true political progress and well-being, it is the general duty of missionaries to refrain from direct political activities and not to be involved in political movements or disputes.

G. HIGHER EDUCATIONAL INSTITUTIONS (NOT UNION) AND THEIR RELATION TO MISSION AND BOARD.

96. Institutions of higher learning, other than union institutions, may, at the discretion of the Mission, be related to the Mission direct and not to the individual stations. Their budgets may, at the discretion of the Mission, appear as separate from the Station budgets in the Mission estimates.

SECTION VIII

FUTURE POLICY

97. The Home Church and field force should be steadily held to consideration of the whole task and the full objective set forth in Section I of this Manual.

Each Mission should take steps to secure such contact of all its workers with various forms of evangelistic work as may keep them sensitive to its essential place in the total enterprise, and that each Mission and Station should make definite inquiry as to the relation of its entire program to the defined objective.

The objective of immediate advance should be in those forms of work which are directed toward a more adequate native leadership. Institutions, agencies, and activities which develop such leadership should be established or strengthened immediately and primarily. The general principles will be applied according to conditions that obtain in particular fields.

First consideration in plans for expansion shall be given to those lands and sections for which our own Church is wholly responsible; which occupy strategic points for world witness; where responsiveness is most manifest; and in which emergent opportunities exist.

Subject to manifest providence, existing work should be strengthened rather than new work undertaken, wise strategy at this time suggesting centralization rather than diffusion of work, the maintaining of strong centers at strategic points by missionaries rather than many lesser points, with the expectation that from these central points wide and constant itineration will be undertaken.

98. The Board expects that such frequent and thorough supervision of the work shall be exercised by each Mission as will secure to it knowledge of its progress in the execution

of the policy and regular expansion to meet new situations. This survey and policy may be made and executed by Council decisions where such organizations exist, and wherever possible the survey should be made by personal visitation rather than by written questionnaire. In cases where union work is involved, or where church fields clearly overlap, the survey may be made in cooperation with other denominations. The Board will consider the possibility of supplying to each Mission one or more workers from other fields to assist in the survey and in the discussion of the proposed policy.

The Board recognizes the duty of recurrent and thorough study:

(a) Of the operating methods of our missionary enterprise as a whole with a view to the developing of more economical and effective methods of administration:

(b) Of the methods now emphasized in calling and holding the Home Church to its accepted task of world-wide proclamation of the Gospel, with a view to its larger loyalty and effectiveness.

99. Amendments.

Each Field Council or Mission may suggest to the Board changes in, or amendments to the Manual. Opportunity for further study and revision will be given at future conferences, similar to the Post War Conference of 1920.

The Board reserves the right, after consultation with the Missions when possible, to modify or change the Manual as in the judgment of the Board at any time may seem wise.

INDEX

Paragraphs

A

Affiliated Missionaries..... 7b
Africa 76k
Age 11
Aim 1
Allowances, Baggage and Freight 73
  Children's 66
  Home 80
  Medical 68
  Retiring 84
  Travel 70
Amendments 99
Annual Meetings 37
Appeals for Funds..... 52
Applications of Candidates..... 9
Appointments 10
  Short Term 22
Appropriations 19
  Special 53
  Transfer of 51
Auditing Committee 62

B

Baggage Allowances 73
Balances 50
Board and General Assembly.... 2
Brazil 76d
Business Secretaries 47e
By Laws 39

C

Candidates, Aid to..... 19
Candidates, Requirements 7-18
Certificates of Credit 60
Children's Allowances 66
Children's, Travel 66
Chile 76d
China 76d
Chosen 76d
Chosen Commission 2, 32, 33
Church in the Field.....85-89
Church Work 3
Clearance Sheet 83
Colombia 76i
Committees 42
  Auditing 62
  Executive 37
  Guidance 23, 27
  Language 25
  Property 57

Paragraphs

Conference, New Missionaries.. 22
Constitution of Mission..... 32
Cooperation 90-94
Correspondence with the Home Base 43
Councils, Field 38
Customs 73

D

Death 64
Deficits 50
Designated Field 19, 21, 23
Domicile on Furlough..... 79
Drafts, Emergency 61
Regular 47b

E

Ecclesiastical Meetings 85
Educational Institutions 96
Educational Missionaries 13
Educational Requirements 8
Educational Work 5
Emergency Drafts 47, 61
Estimates 49-52
Evangelistic Work 3
Examination, Medical 78
Exchange 54
Executive Committee 37
  Powers of 42

F

Field Councils 38
Revenue 47c
First Term 26, 27
Forms of Work..... 3-6
Freight Allowances 73, 83
Furloughs, Extension of..... 81
  First 26, 27, 76b
  General Rules 75, 79
  Proportionate 76c
  Special 77
Future Policy 97-98

G

Gifts 52
Guatemala 76d
General Assembly and Board.... 2
  And Missionaries 2
  On Union and Cooperation.... 94

Paragraphs

H

Hainan 76e
Health Returns 77
Home Allowance 80
Homes, Missionary Children ... 67
Hunan 76

I

Ideals, Church on the Field.... 88
India 76g
Industrial Missionaries 15
Insurance 59
Institutional Accounts 63
Interviews with Officers 20

J

Japan 76d
Journey to Field..... 70
Junior Missionaries 25-28

L

Language Committee 25
School and Study..... 24
Leadership, Native 89
Letters to Board..... 43
To Supporters 43
Liberty of Transfer..... 51
Literary Work 6, 46
Loans 47

M

Manual ..... Int.
Amendments 99
Medical, Allowances 68
Examinations 78
Missionaries 14
Outfits 72
Work, aim of..... 4
Mexico 76h
Mission—Annual Meetings 36
By-Laws 39
Committees 42
Constitution of 32
Church on the Field..... 85-89
Minutes 36
Powers of 33
Principles 35, 39
Secretary of 40
Treasurer 41

Paragraphs

Missionaries, Affiliated 70
Appointed on Field..... 17, 18
Classes 11
Junior 23
Requirements 7-10, 12-18
Special Term 7c
Money Orders 60

N

National Leadership 89

O

Objectives 1
Office Equipment 47f
Ordained Missionaries 12
Organization of Mission 35
Outfit—Regular 71
Medical 72
Outside Gifts 52
Outside Work 69

P

Passports 74
Persia 76d
Philippines 76f
Plans, Land and Building..... 55
Political Activities 95
Policy, Future 39, 97-98
Powers of Mission..... 33
Property, Committee 42, 55, 57
Purchase 55
Rent or Sale..... 56
Reports 55
Printing Press 45

R

Recalls 31
Receipts on the Field..... 65, 69
Relations, Board and Mission.. 2
Church and Mission 85-89
Remuneration, Outside Work... 69
Rents 49, 56
Repairs 58
Requests 43c
Requirements—General 7-10
Special 11-18
Resignations 29
Retirements 84
Revenue, Field 47c

Paragraphs

S

Sale of Property 56
Salaries 64
  Graded 65
Secretaries, Business 47
  Mission 40
  Station 40
Short Term Appointments..... 24
Siam 76f
South China 76f
Special Appeals 52
Specialization Work 23
Special Term Missionaries..... 7c
Station—Powers 34
Statistics 43
Supporters' Letters to.....43d-e-f
Survey 46
Sustentation Fund 30
Syria 76d

Paragraphs

T

Terms of Service.....28, 76
Treasurers, Mission 41, 47
  Station 48
  Reports of 47d, 63
Transfers 51
Travel, Allowances 70
  Furlough 83

U

Union and Cooperation.....90-94

V

Vacation on the Field..... 82
Venezuela 76k

W

West Africa 76k
Withdrawal 29
Women Missionaries 16
  Correspondence of 43e